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ABSTRACT

This annual, national study of student charges at public, four-year institutions of higher education in the United States surveyed 572 colleges and universities in 1994. Approximately 93 percent, or 533 institutions, responded. The findings included the following: (1) college and university tuition and fees remain on the rise though rates of increase for undergraduate, graduate, and first-professional charges dropped from the previous fall's levels; (2) the 6.1 percent rise in resident undergraduate tuition and fees increased the average cost from $2,441 in fall 1993 to $2,590 in fall 1994; (3) room and board charges increased from an average of $3,461 in fall 1993 to $3,584 in fall 1994; (4) 1994 resident graduate tuition fees rose by 6.6 percent; (5) only five states reported double-digit increases in tuition and fees for undergraduate residents versus 13 states in fall 1993; and (6) the fiscal and instructional conditions on campuses appeared to be stabilizing or improving with more institutions reporting that their situation was average or above average. Included are tables showing 1993 and 1994 average undergraduate tuition and fee charges; room and board charges; 1993 and 1994 average graduate tuition and fees and first professional program charges; average undergraduate resident tuition and fees by state; campus fiscal conditions; and the status of 38 conditions on campus. (JB)

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ED 393 352

Student Charges at Public Four-Year Institutions

Fall 1994
Annual Survey
AASCU/NASULGC

HE 029 614

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Introduction

College and university tuition and fees remain on the rise at public, four-year institutions, however, the rates of increase for undergraduate, graduate and first-professional charges have again dropped from the previous fall's levels. From fall 1993 to fall 1994, undergraduate resident tuition and fees rose from $2,441 to $2,590 per year, an increase of 6.1 percent. From fall 1992 to fall 1993, tuition and fees increased by 7.6 percent. This contrasts with the double-digit increases of the prior two years, when tuition and fees for undergraduate residents had increased by 10.4 percent (fall 1992), and 13.6 percent (fall 1991). Nonresident charges continue to increase at a slightly lower rate than that of resident charges, as they have for the past three years. Nonresident charges, however, on average are currently at least two-to-three times the amount of resident charges, and require a smaller increase to generate equal or greater amounts of revenue. An increased number of state institutions last year reported that they were moving towards full recovery of the cost of instruction from nonresident students. The majority of the institutions who responded to this year's survey indicated that their financial condition is average or above average, while a smaller percentage of institutions across the country are reporting faculty pay freezes, faculty positions left unfilled, reductions in access to student services, reductions in course sections or class selections, reduced library acquisitions, and deferral of building repair and rehabilitation. For some institutions, after the economic and fiscal crises of the early 90s, there is nowhere to go but up.

Recent data show most state economies making some recovery from the fiscal problems of the past few years. State higher education budgets were more stable in FY1994 than in the previous three fiscal years. However, public higher education has not recovered the funding lost in the past three years, especially when the effects of inflation are taken into account. State budgets continue to face increasing demands for mandated expenditures such as Medicaid, prisons and K-12, decreasing the likelihood of higher education making up prior losses. A recent poll by the National Conference of State Legislatures found that over 80 percent of responding legislative leaders indicated that tuition and fees increases had been intentionally substituted for state higher education appropriations, justifying from the perspective of the state legislatures, higher cuts during times of fiscal crisis for higher education than other areas of the state budgets. Sixty-five percent of the legislative leaders did not expect significant funding increases for higher education in the 1994 legislative sessions. The actual impact of this on decisions to set student charges becomes clearer when one considers the fact that, on average, state appropriations' share of public college revenues is over twice that of student charges, so that every one percentage point shortfall in expected state revenues would have to be offset by a *two* percentage point increase in student charges to cover the *dollar* amounts involved. The impact on campuses must take into account that affordability for students and their families is defined by dollar amounts, both of the increase and of the total charges, not percentages of increase.

The lower rates of increase in tuition and fees this fall may reflect generally stable or improved fiscal conditions in the states and on the campuses, as well as reaction to and concern for an increasingly cost-conscious public. Whether the rate of increase in tuition and fees will remain stable, or continue to drop is uncertain, given that state appropriations for higher education, though in better shape than previously, are still not keeping pace with inflation. In many cases, to keep costs down institutions have streamlined budgets and used enrollment management plans to match resources to need. The result is that, given current resources, many institutions are operating at optimum or maximum capacity for enrollment. Large systems of higher education particularly have felt the strain between enrollment demands and resource restrictions.

According to AASCU's *Fall Survey of Enrollment*, 1992 enrollment at public, four-year institutions remained stable while 1993 enrollment dropped by 1.1 percent. With predictions of a sharp increase in high school graduates in the near future, due to the maturation of the baby boomlet born in the late 70s and early 80s, limiting enrollment to contain costs may become difficult in certain regions—California, Nevada, Florida, Arizona and Wisconsin, for instance. The Wisconsin system of higher education expects an additional 10,000 new freshmen to seek admission between 1995 and 2000. According to University of Wisconsin System President Katharine Lyall, increased faculty workloads, incentives to reduce time to graduation, and expanded use of technology would allow the system to accommodate another 4,000 students, but to handle the remaining 6,000 expected applicants, would require an additional $20 million in state funds. The UW system's appropriations, however, may be cut by the state legislature to help offset a planned reduction in state property taxes by 1997. A budget cut would force the system to further restrict enrollment at a time when demand is expanding, as well as raise tuition (the UW system has already raised tuition and fees 7 percent for fall 1994). (*Green Bay Press - Gazette*, April 6, 1994 and *Milwaukee Journal*, April 6, 1994) California's public university system, already under enormous strain, anticipates a 28 percent increase in undergraduate enrollment (450,000 or more students) between 1990 and 2005. (Department of Education, NCES. *Projections to* 2005) The 1994 *Chronicle of Higher Education Almanac* reports that the California State University System and the University of California System have lost $512 million in state money from FY 1990-91 to 1993-94. The California State University system,

particularly vulnerable to these cuts due to fewer outside revenue sources than the University of California system, has increased tuition sharply, cut 7,500 class sections, and reduced enrollment by 11 percent (41,000 students). Although the California legislature approved a system budget increase for 1994-95, the increase will not make up for revenue lost during the recession. In addition, the 1994-95 budget stipulates that the state may cut spending during the year if there is a revenue shortfall.

One approach to relieving enrollment pressures in the face of restricted resources is to reduce time to graduation. Many states and/or institutions are beginning or considering strategies to accelerate student progress through the curriculum. In a fall 1994 State Higher Education Executive Officers' publication summarizing Cheryl D. Blanco's study on time-shortened degrees, some of these strategies are noted:

> California has legislated a 'duplicate degree charge,' assessed on students enrolled for a second degree at the same or lower level than their first degrees. Effective fall 1994, North Carolina undergraduates will be assessed a 25 percent tuition surcharge if they take more than 140 credits (110 percent) to complete a baccalaureate degree. . . . articulation agreements between high schools and colleges are becoming more common, allowing high school students to earn college credit. Oregon's College High Program, for example, offers courses to approximately 3,400 students who pay reduced tuition. (Cheryl D. Blanco, "Doing More With Less: Approaches to Shortening Time to Degree", SHEEO *Redesign Extra*, fall 1994)

The Wisconsin system is currently considering a tuition surcharge for credits taken over the necessary amount required for a baccalaureate degree. Alternatively, seven State University of New York campuses have received funding to develop new approaches to improve learning productivity and ultimately offer time-shortened degrees. SUNY-Brockport is researching student preferences for accelerated degree programs, SUNY-New Paltz is creating an integrated sequence of self-paced math courses, and SUNY-Empire State College is developing computerized adaptive testing competency assessment tools for its MBA program. (AASCU *Memo*, April 15, 1994)

The findings for the Fall 1994 *Survey of Student Charges at Public, Four-Year Institutions* are as follows:

Findings

Undergraduate Tuition and Fees. Resident undergraduate tuition and fees per year at public, four-year colleges and universities rose by 6.1 percent, from an average cost of $2,441 in fall 1993 to $2,590 in fall 1994. Nonresident undergraduate tuition and fees rose by 6.0 percent, from $6,387 in fall 1993 to $6,770 in fall 1994. (Table 1)

Room and Board Charges. Room and board charges increased from an average of $3,461 in fall 1993 to $3,584 in fall 1994. This represents a 3.6 percent rise in cost from last year to this year, down from the 4.3 percent rise in cost from fall 1992-93. (Table 2)

Graduate Tuition and Fees. The rate of increase for graduate charges has also slowed from last year to this year. Last fall resident graduate charges rose by 7.9 percent, while this year's resident graduate tuition and fees rose by 6.6 percent. The average cost of college was $2,958 this fall versus $2,776 last fall. Nonresident graduate tuition and fees rose by 6.2 percent, from $6,414 in fall 1993 to $6,809 in fall 1994. (Table 3)

First Professional Charges. Following the trend in undergraduate and graduate charges, first professional charges continued their upward climb but at a slower rate than they have in recent years. From fall 1991 through fall 1993, first professional resident charges in particular increased by between 8 and 12 percent per year; the percent increases this fall ranged between 5 and 10 percent. Tuition and fees for resident law students increased by 10.5 percent. The previous fall, resident law charges had risen by 11.5 percent. Nonresident law charges rose by 8.0 percent this fall, compared with 9.4 percent in fall of 1993. Average resident tuition and

Table 1. 1993 and 1994 Average Undergraduate Tuition/Fees Charges

	Number of Institutions Responding	1993	1994	Percent Increased
Resident				
AASCU	340	2,280	2,415	5.9
NASULGC	139	2,652	2,823	6.4
Nonaffiliated	65	2,703	2,864	6.0
Overall	506	2,441	2,590	6.1
Nonresident				
AASCU	340	5,900	6,253	6.0
NASULGC	139	7,365	7,812	6.1
Nonaffiliated	64	6,880	7,263	5.6
Overall	505	6,387	6,770	6.0

Table 2. 1993 and 1994 Average Undergraduate Room and Board Charges

	Number of Institutions Responding	1993	1994	Percent Increased
AASCU	260	3,307	3,417	3.3
NASULGC	116	3,615	3,753	3.8
Nonaffiliated	28	4,165	4,328	3.9
Overall	375	3,461	3,584	3.6

fees for law students now total $5,032, while nonresident tuition and fees total $10,908. Medical resident charges increased by 5.3 percent this year, versus 6.9 percent last year. Medical nonresident charges increased by 5.6 percent, down from 6.5 percent last fall. Current medical resident charges total $8,635 this fall; nonresident charges total $18,788. Similarly, veterinary resident charges increased by 6.6 percent to $6,102 in fall 1994, compared with 8.2 percent in fall 1993. Nonresident charges increased by 6.2 percent to $14,991 in fall 1994, versus 6.4 percent in fall 1993. Dentistry resident tuition and fees went from $7,632 in fall 1993 to $8,048 in fall 1994, an increase of 5.5 percent (versus 8.9 percent from fall 1992 to fall 1993). Nonresident tuition and fees went from $15,992 last fall to $17,031 this fall, an increase of 6.5 percent (versus 6.6 percent from fall 1992 to fall 1993). (Table 4)

Average Undergraduate Tuition by State. Reflecting a better financial picture for many states, this fall only five states reported double-digit increases in tuition and fees for undergraduate residents, versus 13 states in fall 1993. This year and last the majority of states experienced increases of between 4 and 7 percent. In fall 1992, not only was the variation in percent increases among states greater, but 18 states were reporting double-digit increases. The largest percent increases for fall 1994 were experienced in Wyoming (15.8), California (15.3), Washington (14.6), Montana (13.0), and South Dakota (10.1). In fall 1993, the largest increases occurred in Louisiana (21.3 percent), Alaska (19.5 percent), District of Columbia (17.3 percent), California (16.3 percent) and Arizona (16.2 percent). California has experienced substantial increases in tuition and fees for the past three years, primarily because of the severity of the economic and fiscal situation in the state. The rate of increase has, however, slowed considerably from its peak of 29 percent in fall 1992. Montana, which experienced an increase of 18.2 percent in fall 1992 and 9.3 percent in fall 1993, has returned to double-digits again this fall. A mid-year budget cut in state higher education appropriations for the 1993-94 academic year indicates the fiscal strain that Montana is under. According to the *Chronicle of Higher Education Almanac* (September 1, 1994), two of the states reporting large increases in tuition and fees this year have recently suffered major decreases in state appropriations. California's state appropriations for higher education have dropped by 25 percent between fiscal year 1991-92 and 1993-94, while Wyoming's state appropriations have dropped by 10 percent. (These figures are based on U.S. Department of Education data.) Puerto Rico and New York, which had rates of increase between 20-55 percent for fall 1991 and fall 1992, dropped dramatically in fall 1993 (to 4.7 and 1.0 percent, respectively) and have remained below the national average this fall.[1] Exceptionally small increases for fall 1994 occurred in Louisiana (0.8 percent), Guam (0.9 percent), and Florida (1.2 percent). Although Louisiana experienced only a 0.8 percent increase in undergraduate resident tuition and fees this fall, the state budget is expected to be cut mid-year boding ill for higher education appropriations, which are not protected in the Louisiana state constitution. Even more alarming is the situation for fall 1995, as the state faces a $750 million dollar shortfall: tuition increases are sure to be an outcome of this, but the amount of increase is uncertain. Higher undergraduate charges remain concentrated in the Northeastern and Mid-Atlantic states of Massachusetts, New Hampshire, Rhode Island, Vermont, New

Table 3. 1993 and 1994 Average Graduate Tuition/Fees Charges

	Number of Institutions Responding	1993	1994	Percent Increased
Resident				
AASCU	293	2,481	2,639	6.4
NASULGC	138	3,069	3,269	6.5
Nonaffiliated	57	3,402	3,640	7.0
Overall	450	2,776	2,958	6.6
Nonresident				
AASCU	293	5,752	6,113	6.3
NASULGC	138	7,504	7,968	6.2
Nonaffiliated	56	7,185	7,560	5.2
Overall	449	6,414	6,809	6.2

Table 4. 1993 and 1994 Average First Professional Program Charges (AASCU and NASULGC)

	Number of Institutions Responding	1993	1994	Percent Increased
Law				
Resident	68	4,552	5,032	10.5
Nonresident	69	10,099	10,908	8.0
Medicine				
Resident	73	8,199	8,635	5.3
Nonresident	71	17,787	18,788	5.6
Veterinary Medicine				
Resident	23	5,725	6,102	6.6
Nonresident	23	14,115	14,991	6.2
Dentistry				
Resident	36	7,632	8,048	5.5
Nonresident	36	15,992	17,031	6.5

[1] It should be noted that the increase calculated for New York reflects the impact of a recent policy in the CUNY System implemented in 1992. According to this policy, new (first-time) students pay higher charges per year than students who enrolled prior to 1992 (continuing students). The lower rate for continuing students is being phased out as these students graduate. Thus, the 1992 and 1993 average charges and percent changes for New York were based on the lower, "continuing student" rate, which more closely reflected the composition of the student body at that time, while the 1994 average charges and percent changes for New York are based on the higher, "new student" rate, since the majority of the "continuing students" have moved on.

Table 5. Average Undergraduate Resident Tuition and Fees by State

State	Number of Institutions Responding	1993 Average	1994 Average	Percent Change
Alabama	15	1,952	2,067	5.9
Alaska	2	1,738	1,816	4.5
Arizona	3	1,800	1,855	3.1
Arkansas	9	1,722	1,893	9.9
California	30	2,268	2,614	15.3
Colorado	13	2,131	2,228	4.6
Connecticut	5	3,238	3,458	6.8
Delaware	2	2,957	3,116	5.4
District of Columbia	1	974	1,046	7.4
Florida	8	1,767	1,789	1.2
Georgia	15	1,816	1,882	3.6
Guam	1	1,520	1,534	0.9
Hawaii	3	1,229	1,266	3.0
Idaho	4	1,467	1,545	5.3
Illinois	12	2,594	2,725	5.1
Indiana	14	2,456	2,632	7.2
Iowa	3	2,352	2,460	4.6
Kansas	6	1,984	2,076	4.6
Kentucky	8	1,845	1,976	7.1
Louisiana	13	2,166	2,184	0.8
Maine	8	3,113	3,257	4.6
Maryland	13	3,193	3,377	5.8
Massachusetts	13	3,640	3,716	2.1
Michigan	15	3,253	3,473	6.8
Minnesota	10	2,704	2,836	4.9
Mississippi	9	2,304	2,354	2.2
Missouri	13	2,373	2,586	9.0
Montana	6	1,726	1,950	13.0
Nebraska	7	1,888	2,031	7.6
Nevada	2	1,665	1,740	4.5
New Hampshire	3	3,594	3,762	4.7
New Jersey	13	3,381	3,612	6.8
New Mexico	4	1,513	1,604	6.0
New York	32	2,834	2,955	4.3
North Carolina	15	1,423	1,506	5.8
North Dakota	6	1,958	2,061	5.3
Ohio	17	3,087	3,238	4.9
Oklahoma	11	1,547	1,578	2.0
Oregon	8	2,859	3,063	7.1
Pennsylvania	23	3,939	4,196	6.5
Puerto Rico	2	1,335	1,401	4.9
Rhode Island	2	3,242	3,540	9.2
South Carolina	11	2,709	2,846	5.1
South Dakota	6	2,239	2,465	10.1
Tennessee	8	1,786	1,877	5.1
Texas	31	1,432	1,560	8.9
Utah	3	1,845	1,941	5.2
Vermont	4	4,470	4,651	4.0
Virgin Islands	1	1,596	1,650	3.4
Virginia	15	3,612	3,730	3.3
Washington	6	2,171	2,489	14.6
West Virginia	9	1,881	1,980	5.3
Wisconsin	12	2,116	2,275	7.5
Wyoming	1	1,648	1,908	15.8

Jersey, Pennsylvania and Virginia. Conversely, undergraduate resident charges remain under $1600 at public institutions in the District of Columbia, Guam, Hawaii, Idaho, North Carolina, Oklahoma, Puerto Rico and Texas. (Table 5)[2]

Policy Changes and the Instructional Environment on Campuses

The *Fall 1994 Student Charges Survey* also asked questions about campus conditions and policies, looking in particular at their impact on students, instruction and institutional operations. (Percentages discussed below are based on the number of respondents who answered a particular question. The response rates for particular questions on this section of the survey ranged from 67 to 71 percent.)

The fiscal condition on campuses appears to be stabilizing or improving. More institutions reported that their situation was average (55.2 percent) or above average (19.6 percent) this fall than did the previous fall. The number of respondents that indicated their situation was below average dropped from one-third in fall 1993 to one-fifth in fall 1994. (Table 6) Similarly, in comparing this fall's fiscal condition on their campus to that of last fall's, more institutions described the condition as somewhat better (24.8 percent) or the same (54.1) than did the previous year. The portion of respondents reporting their situation as somewhat worse decreased from 26.9 percent in fall 1993 to 19.4 percent in fall 1994, and those reporting it as much worse decreased from 6.7 percent in fall 1993 to 0.7 percent in fall 1994. (Table 7) Given that tuition and fees continue to rise, it is not surprising that the percent of institutions either reporting or expecting an increased number of students requesting financial aid remains about the same as last year—just under 90 percent. However, fewer institutions this year say students are eligible for greater amounts of aid, despite increasing costs: 38.8 percent versus 45.8 percent in fall 1993. On a brighter note for students, over three-fourths of the colleges and universities do not expect to reduce access to student services this fall. (Table 8)

In addition to the cost of education, the condition of instruction, i.e. the availability of courses, faculty, reasonable class sizes, and library resources, affects the quality of the educational experience for the student. It would appear that these conditions are stabilizing or improving at public institutions. Fewer respondents this fall are reporting reduced course sections, reduced class selections, program cuts/consolidations, faculty cuts or pay freezes, increased class sizes, or reduced library acquisitions than did in fall 1993, fall 1992 and fall 1991. In general the percentage of

[2]It should be noted that a 100 percent response was not achieved in each state, thus actual state averages may differ from these calculations. Please also note that with a smaller base tuition and fees amount, a relatively modest change in the dollar amount can produce a large percentage change.

Table 6. Fiscal Condition on Campus in Fall 1994

	Percent of Respondents				
	Poor	Below Average	Average	Above Average	Excellent
How would you describe the fall 1994 fiscal condition of your institution?	2.2	19.8	55.2	19.6	3.2

Table 7. Fiscal Condition on Campus Compared to Fall 1993

	Percent of Respondents				
	Much Worse	Somewhat Worse	Same	Somewhat Better	Much Better
How does the fall 1994 fiscal condition compare to last year?	0.7	19.4	54.1	24.8	1.0

respondents indicating that cutbacks in student services, instructional support and support for institutional operations have occured or are expected to occur is decreasing, while the percentage indicating that cutbacks are not expected to occur is increasing. In some cases, this represents a genuine improvement in conditions on campus, in other cases it may reflect the fact that the campus has streamlined as much as it possibly can and there is nothing left to cut. Approximately one-fifth of the campuses have reduced course sections or class selections this fall, versus nearly one-third in fall 1993. One-fourth of the institutions have cut or consolidated programs. Between 50 and 80 percent of the institutions do not expect to cut or leave faculty positions unfilled, freeze faculty pay, further increase instructional workloads, reduce library acquisitions, reduce funds for equipment and supplies, or decrease research support. Not surprisingly, as institutions attempt to do more with less, use of nontraditional instructional delivery systems such as pre-recorded or interactive televised courses is up slightly, with 21.2 percent reporting that they have increased their usage, versus 18.3 in fall 1993. Almost 40 percent of the campuses do not expect class sizes to increase, compared to 25 percent last fall. (Table 8)

When asked to describe current institutional operations and policies, fewer respondents this fall indicated that administration and staff cuts, deferred construction, deferred building repair, reductions in nonpersonnel operating expenses, reductions in maintenance funds, and reductions in travel funds have occured or are likely to occur. Conversely, the percent of institutions reporting the creation of new fees, the use of contract employees, the use of private firms to provide some services, and changes in budgeting practices to increase accountability has risen from last fall. Eighty-four percent of the respondents have increased existing fees for fall 1994, while 37 percent have established new fees. As noted in the introduction to this report, tuition and fees are increasingly being used to substitute for losses in state funding, placing a heavier and heavier burden on the student. Because of the marked increases in and proliferation of fees over the past few years, a number of states had imposed fee caps on their public institutions. In fall 1993, 13.1 percent of the campuses reported that fee caps had been instituted. This year only 8.9 percent of the campuses reported the establishment of fee caps. Tuition caps have been instituted at 14.3 percent of the responding colleges and universities—a proportion comparable to last fall's. (Table 8)

Survey Method

The survey and summary, *Student Charges at Public, Four-Year Institutions*, is an annual project jointly produced by the American Association of State Colleges and Universities (AASCU) and the National Association of State Universities and Land-Grant Colleges (NASULGC). The survey was mailed in July to 572 public, four-year institutions of higher education in the United States and its territories; approximately 93 percent, or 533 colleges and universities, responded. These colleges and universities included 308 AASCU members, 105 NASULGC members, 39 members of both AASCU and NASULGC, and 81 nonaffiliated institutions.

Survey forms are preprinted with the previous fall data so that respondents may correct figures. Note when comparing the results of the current survey with those released in the prior year's report, that corrections made by institutions sometimes result in adjustments to the previous year's figures. Guidelines developed for the survey seek a consistency of response by specifying conventions for reporting typical annual student charges for full-time students. Data are reported by association membership category: AASCU member-institutions, NASULGC member-institutions, and nonaffiliated institutions. It is important to note that the AASCU and NASULGC memberships are not mutually exclusive. Consequently, institutions holding dual membership will be counted twice when figuring rates for the associations but only once when calculating the overall rate or na-

tional average. This may occasionally result in a national average which is seemingly lower than any of the three groups' averages which contribute to it.

The institutional listing of survey respondents' student charges for fall 1994 will be made available to all survey participants on diskette by the end of September. A notice will be sent out to the participating institutions specifying the appropriate procedure for obtaining the survey data.

This report was compiled by Heather Strand of AASCU's Office of Association Research. For more information contact the Office of Association Research at 202/293-7070.

Table 8. Status of Specific Conditions on Campus

	Percent of Respondents			
	Has Occurred	Likely to Occur	Not Expected to Occur	Don't Know
Conditions Facing Students				
Increased number of students requesting financial aid	58.3	29.5	8.1	4.0
Students eligible for greater amounts of aid	38.8	27.7	22.3	11.2
Access to student services reduced	7.3	11.8	76.7	4.3
Institutional Operations and Policies				
Existing fees increased	83.8	3.2	12.8	0.2
New fees established	37.2	7.5	53.4	2.0
New construction deferred	12.9	15.0	65.7	6.3
Building repair or rehab deferred	27.6	23.6	44.4	4.5
Out-of-state travel funds reduced	20.8	14.8	58.5	6.0
Nonpersonnel operating expenses reduced	28.8	17.0	51.8	2.5
Funds for maintenance and grounds reduced	19.3	13.8	61.8	5.0
Use of contract employees	21.2	13.5	56.4	8.9
Use of private firms to provide some services	29.3	19.7	44.6	6.4
Change in budgeting practices to increase accountability	35.9	29.5	28.7	5.9
New or higher internal billing for services	22.3	22.5	46.0	9.3
Administrative positions left unfilled	39.3	15.5	43.3	2.0
Administrative positions cut	34.3	8.9	54.1	2.7
Administrative pay frozen	13.0	5.7	77.6	3.7
Staff positions left unfilled	44.0	14.5	40.5	1.0
Staff positions cut	34.8	8.9	53.8	2.5
Staff pay frozen	10.8	5.9	79.8	3.4
Tuition caps instituted	14.3	4.7	77.0	4.0
Fee caps instituted	8.9	5.0	82.2	4.0
Condition of Instruction				
Course sections reduced	19.0	12.2	67.6	1.2
Class selections reduced	18.2	10.7	69.6	1.5
Programs cut or consolidated	24.0	15.9	57.1	3.0
Full-time faculty positions left unfilled	34.5	13.2	50.0	2.3
Full-time faculty positions cut	17.4	6.5	71.4	4.7
Full-time faculty pay frozen	9.5	3.7	81.3	5.5
Part-time faculty positions left unfilled	24.7	12.9	57.3	5.1
Part-time faculty positions cut	19.0	14.6	60.9	5.5
Part-time faculty pay frozen	12.3	6.4	75.9	5.4
Increased instructional workload	16.6	25.7	53.9	3.8
Increased class size	19.8	38.9	39.4	2.0
Increased use of nontraditional instructional delivery systems	21.2	38.1	32.2	8.4
Library acquisitions reduced or eliminated	17.6	11.8	66.3	4.3
Funds for equipment and supplies reduced	25.4	19.1	52.0	3.5
Research support decreased	9.1	12.9	67.3	10.6
Loss of faculty to other institutions	23.4	14.6	51.5	10.6

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